

TASK ORDER (TO)

47QFCA18F0119

Professional Support Services

in support of:

United States Air Force - Concepts, Development, and Management Office (USAF/CDM)

**Issued to:
Gemini Industries Inc.
200 Summit Drive, Suite 110
Burlington, MA 01803**

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**Issued by:
GSA Federal Systems Integration and Management Center (FEDSIM)
1800 F Street, NW (QF0B)
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SECTION C – PERFORMANCE WORK STATEMENT

C.1 BACKGROUND

The United States Air Force (USAF) Concepts, Development, and Management (CDM) Program Office conducts the planning and acquisition of cost-effective, critical capabilities in order to support the war-fighting mission of the combatant commanders.

C.1.1 PURPOSE

In order to meet current and projected workload requirements, the CDM Program Office requires support capabilities in the areas of program management, project management/acquisition support, financial management support, systems engineering, Information Technology (IT) support, administrative support, security support, and intelligence support.

C.2 SCOPE

The scope of the Task Order (TO) provides the United States Air Force (USAF), specifically the CDM Program Office and its end user organizations, with a broad range of professional services to include program management, contracts management, financial management, engineering, information assurance, administrative support, and security management support capabilities. Additionally, IT support services are ancillary to these professional services.

C.3 OBJECTIVE

This effort is intended to support execution of effective and responsive integrated program management of research, development, test, evaluation, production, modernization and life cycle acquisition, and sustainment activities.

C.4 TASKS

All tasks and subtasks under the section are not Inherently Governmental Functions as defined in FAR 7.5, and shall not be construed as such.

C.4.1 TASK 1 – PROVIDE PROGRAM MANAGEMENT

The contractor shall provide program management support under this TO. This includes the management and oversight of all activities performed by contractor personnel, including subcontractors, to satisfy the requirements identified in this Performance Work Statement (PWS).

C.4.1.1 SUBTASK 1 – ACCOUNTING FOR CONTRACTOR MANPOWER REPORTING

The contractor shall report ALL contractor labor hours (including subcontractor labor hours) required for performance of services provided under this contract for the USAF CDM via a secure data collection site: the Enterprise Contractor Manpower Reporting Application (ECMRA). The contractor shall completely fill in all required data fields using the following web address: <http://www.ecmra.mil/>.

Reporting inputs will be for the labor executed during the period of performance during each Government Fiscal Year (FY), which runs October 1 through September 30. While inputs may be reported any time during the FY, all data shall be reported No Later Than (NLT) October 31

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of each calendar year. Contractors may direct questions to the support desk at: <http://www.ecmra.mil/>.

Contractors may use Extensible Markup Language (XML) data transfer to the database server or fill in the fields on the website. The XML direct transfer is a format for transferring files from a contractor's systems to the secure web site without the need for separate data entries for each required data element at the website. The specific formats for the XML direct transfer may be downloaded from the web (Section F.3, Deliverable 17).

C.4.1.2 SUBTASK 2 – COORDINATE A PROJECT KICK-OFF MEETING

The contractor shall schedule, coordinate, and host a Project Kick-Off Meeting at the location approved by the Government (Section F.3, Deliverable 2). The meeting will provide an introduction between the contractor personnel and Government personnel who will be involved with the TO. The meeting will provide the opportunity to discuss technical, management, and security issues, and travel authorization and reporting procedures. At a minimum, the attendees shall include Key contractor Personnel, representatives from the directorates, other relevant Government personnel, and the CDM COR.

At least one day prior to the Kick-Off Meeting, the contractor shall provide a Kick-Off Meeting Agenda (Section F.3, Deliverable 1) for review and approval by the CDM COR and the CDM Technical Point of Contact (TPOC) prior to finalizing. The agenda shall include, at a minimum, the following topics/deliverables:

- a. Points of contact (POCs) for all parties.
- b. Draft Project Management Plan (PMP) (Section F.3, Deliverable 4) and discussion including schedule, tasks, etc.
- c. Personnel discussion (i.e., roles and responsibilities and lines of communication between contractor and Government).
- d. Staffing Plan and status.
- e. Transition-In Plan (Section F.3, Deliverable 11) and discussion.
- f. Security discussion and requirements (i.e., building access, badges, Common Access Cards (CACs)).
- g. Invoicing requirements.
- h. Final Baseline Quality Control Plan (QCP) (Section F.3, Deliverable 9).

The Government will provide the contractor with the number of Government participants for the Kick-Off Meeting, and the contractor shall provide sufficient copies of the presentation for all present.

The contractor shall draft and provide a Kick-Off Meeting Minutes Report (Section F.3, Deliverable 2) documenting the Kick-Off Meeting discussion and capturing any action items.

C.4.1.3 SUBTASK 3 – PREPARE A MONTHLY STATUS REPORT (MSR)

The contractor shall develop and provide an MSR (Section J, Attachment E) (Section F.3, Deliverable 3). The MSR shall include the following:

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- a. Activities during reporting period, by task (include ongoing activities, new activities, and activities completed, and progress to date on all above mentioned activities). Each section shall start with a brief description of the task.
- b. Problems and corrective actions taken. Also include issues or concerns and proposed resolutions to address them.
- c. Personnel gains, losses, and status (security clearance, etc.).
- d. Government actions required.
- e. Schedule (show major tasks, milestones, and deliverables; planned and actual start and completion dates for each).
- f. Summary of trips taken, conferences attended, etc. (attach Trip Reports to the MSR for reporting period).
- g. Accumulated invoiced cost for each CLIN up to the previous month.
- h. Projected cost of each CLIN for the current month.

C.4.1.4 SUBTASK 4 – PREPARE A PROJECT MANAGEMENT PLAN (PMP)

The contractor shall document all support requirements in a PMP. The contractor shall provide the Government with a draft PMP (Section F.3, Deliverable 4) on which the Government will make comments. The final PMP (Section F.3, Deliverable 5) shall incorporate the Government's comments.

The PMP shall:

- a. Describe the proposed management approach.
- b. Contain detailed Standard Operating Procedures (SOPs) for all tasks.
- c. Include milestones, tasks, and subtasks required in this TO.
- d. Provide for an overall Work Breakdown Structure (WBS) with a minimum of three levels and associated responsibilities and partnerships between Government organizations.
- e. Describe in detail the contractor's approach to risk management under this TO.
- f. Describe in detail the contractor's approach to communications, including processes, procedures, communication approach, and other rules of engagement between the contractor and the Government.
- g. Include the contractor's draft Baseline QCP.

C.4.1.5 SUBTASK 5 – UPDATE THE PROJECT MANAGEMENT PLAN (PMP)

The PMP is an evolutionary document that shall be updated annually at a minimum (Section F.3, Deliverable 6). The contractor shall work from the latest Government-approved version of the PMP.

C.4.1.6 SUBTASK 6 – PREPARE TRIP REPORTS

The Government will identify the need for a Trip Report when the request for travel is submitted (Section F.3, Deliverable 7). The contractor shall keep a summary of all long-distance travel including, but not limited to, the name of the employee, location of travel, duration of trip, and POC at travel location. Trip reports shall also contain Government approval authority, total cost of the trip, a detailed description of the purpose of the trip, and any knowledge gained. At a

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minimum, trip reports shall be prepared with the information provided in Section J, Attachment F.

C.4.1.7 SUBTASK 7 – UPDATE BASELINE QCP

The contractor shall update the draft QCP submitted with its proposal (Section F.3, Deliverable 8) and then provide a final baseline QCP as required in Section F (Section F.3, Deliverable 9). The contractor shall periodically update the QCP, as required in Section F (Section F.3, Deliverable 10), as changes in program processes are identified. Within the QCP, the contractor shall identify its approach for providing quality control in meeting the requirements of the TO. The contractor's QCP shall describe its quality control methodology for accomplishing TO performance expectations and objectives. The contractor shall fully discuss its validated processes and procedures that provide high quality performance for each Task Area. The QCP shall describe how the processes integrate with the Government's requirements.

C.4.1.8 SUBTASK 8 – TRANSITION-IN

The contractor shall update the draft Transition-In Plan (Section F.3, Deliverable 11) provided with its proposal and provide a final Transition-In Plan as required in Section F (Section F.3, Deliverable 12). The contractor shall ensure that there will be minimum service disruption to vital Government business and no service degradation during and after transition. The contractor shall implement its Transition-In Plan NLT immediately after final Transition-In Plan is approved by the Government, and all transition activities shall be completed by October 31, 2018.

C.4.1.9 SUBTASK 9 – TRANSITION-OUT

The contractor shall provide Transition-Out support when required by the Government. The Transition-Out Plan shall facilitate the accomplishment of a seamless transition from the incumbent to an incoming contractor/Government personnel at the expiration of the TO. The contractor shall provide a draft Transition-Out Plan within six months of Project Start (PS) (Section F, Deliverable 13). The Government will work with the contractor to finalize the Transition-Out Plan (Section F, Deliverable 14) in accordance with Section E. At a minimum, this Transition-Out Plan shall be reviewed and updated on an annual basis (Section F.3, Deliverable 15). Additionally, the Transition-Out Plan shall be reviewed and updated quarterly during the final Option Period (Section F.3, Deliverable 15).

In the Transition-Out Plan, the contractor shall identify how it will coordinate with the incoming contractor and/or Government personnel to transfer knowledge regarding the following:

- a. Project management processes.
- b. POCs.
- c. Location of technical and project management documentation.
- d. Status of ongoing technical initiatives.
- e. Appropriate contractor to contractor coordination to ensure a seamless transition.
- f. Transition of Key Personnel.
- g. Schedules and milestones.
- h. Actions required of the Government.

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The contractor shall also establish and maintain effective communication with the incoming contractor/Government personnel for the period of the transition via weekly status meetings or as often as necessary to ensure a seamless transition-out.

The contractor shall implement its Transition-Out Plan NLT six months prior to expiration of the TO.

C.4.2 TASK 2 – PROJECT MANAGEMENT/ACQUISITION SUPPORT

The contractor shall provide project management and acquisition support services as described below to support CDM acquisition program management requirements. The contractor shall apply its acquisition program management knowledge and experience to organize and manage resources and personnel needed to efficiently and effectively accomplish USAF and CDM acquisition objectives consistent with Department of Defense Instruction (DoDI) 5000.02 policies and procedures. The contractor shall reside in assigned CDM Program Office space.

C.4.2.1 SUBTASK 1 – PROJECT MANAGEMENT/ACQUISITION PLANNING SUPPORT (Fairfax, Fort Washington)

The contractor shall support a full range of project management tasks in support of CDM procurement, financial management and planning, systems engineering, production, security, contracting, and logistics for existing and future programs. The contractor shall assist with the development and maintenance of all project documentation. The contractor shall support coordination of documentation between functional organizations inside and outside CDM. The contractor shall support program milestone planning and preparation. The contractor shall:

- a. Support risk management and process improvement by developing risk mitigation strategies and documentation (Section F.3, Deliverable 19). The contractor shall participate in internal and external CDM meetings. The contractor shall develop and coordinate responses to internal and external program inquiries.
- b. Draft documentation (e.g., acquisition plans, requirements approval documents, justification and approvals, statement of objectives/statement of work/performance work statements, quality contract data requirements list, assurance plans, etc.); presentation materials (e.g., early strategy and issues sessions, acquisition strategy panel briefings, etc.); and prepare and coordinate, within CDM, staff summary packages to support acquisition milestone coordination and decisions(Section F.3, Deliverable 18).
- c. Develop Program Element Monitor (PEM) briefings, staffer briefs, and recommend to the Government language for annual Congressional Justifications Books.
- d. Work with other functional areas including financial management on PEM related activities (e.g., tracking, monitoring, and reporting of program element execution, contract actions, unfunded requirements, and necessary program metrics).
- e. Support development of program execution briefings and contract review briefings.
- f. Provide expertise with DoD systems and non-systems program management requirements and strategy development, acquisition strategies, project management tools, including Microsoft project or a similar scheduling program, and DoD risk management techniques.

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- g. Support development and coordination of DoDI 5000.02 acquisition and sustainment or Services Category (S-CAT) level I through V milestone planning and reporting documentation.

C.4.2.2 SUBTASK 2 – STRATEGIC PLANNING AND ORGANIZATIONAL PROCESS IMPROVEMENT ANALYSIS (Fairfax)

The contractor shall develop, implement, and sustain analysis processes in the following areas: monitoring and reporting, decision making tools, implementation plans, integration support, organizational studies, plans and policy, and adaptive synchronization and collaboration. The contractor shall perform the following:

- a. Provide organizational monitoring and reporting. Collect and analyze cost, schedule, and performance data on designated subordinate programs, projects, and developmental activities to prepare and provide detailed reports to CDM senior leaders and/or other entities, as requested. Analyze and identify trends to support resource planning, as required (Section F.3, Deliverable 20)
- b. Provide Subject Matter Expert (SME) expertise in organizational assessment. Gather and analyze organizational data for continuous feedback for business process improvement initiatives to CDM Mission Integration branch. Provide recommendations/feedback on operations, planning, and implementation effectiveness and performance across the mission essential functional areas within the organization and present findings to senior leadership, as necessary (Section F.3, Deliverable 21).
- c. Compile both qualitative and quantitative data reports for project monitoring and reporting.
- d. Manage Excel databases and produce tables and graphs suitable for external audiences.
- e. Communicate complex data and provide technical assistance on monitoring and data collection.

C.4.2.3 SUBTASK 3 – STRATEGIC PLANNING AND REQUIREMENTS ANALYSIS/GOVERNANCE (OPTIONAL) (Fairfax)

CDM partners with a variety of customers within the DoD and the Intelligence community to provide solutions for warfighter requirements. The contractor shall assess policy and procedural challenges facing the establishment and sustainment of new requirements or programs/projects in support of developing innovative solutions for the USAF.

- a. The contractor shall collect organizational requirements and facilitate planning in order to provide a functional support assessment, coordinate those assessment results with CDM functional areas, and make recommendations to address capability and capacity concerns. The contractor shall present findings to senior CDM leadership, as necessary (Section F.3, Deliverable 22).
- b. The contractor shall develop plans and Program Objective Memorandum (POM) recommendations/feedback in order to support planning and programming integration activities. The contractor shall provide analysis of long-term plans and their potential effects to the CDM Planning, Programming, Budgeting, and Execution (PPBE); the Air Force Corporate structure; Life Cycle Management of aligned Programs; doctrine; policy; and programming activities (Section F.3, Deliverable 23).

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- c. The contractor shall provide SME expertise in the Joint Capabilities Integration Development System (JCIDS).

C.4.2.4 SUBTASK 4 – STRATEGY AND ENGAGEMENT ANALYSIS, PLANNING AND SUPPORT (Fairfax)

CDM engages with a variety of customers to identify strategic needs that support the DoD and Intelligence Communities (IC). The contractor shall provide the following:

- a. Create a plan for engagement and collaboration to identify strategic needs across the defense enterprise to include all of the functional areas (Section F.3, Deliverable 24).
- b. Analyze and develop long-term plans pertaining to strategy, modernization, force structure composition and disposition, doctrine, policy, and programming activities.
- c. Collaborate with CDM to create Measures of Performance (MOPs), Measures of Effectiveness (MOEs), and decision matrices and frameworks. Construct and maintain, as required, logs and databases that allow for tracking and recording of events within strategic efforts and programs for the purpose of end-of-year analyses and performance report preparation (Section F.3, Deliverable 25).
- d. Analyze annual congressional authorizations and appropriations to determine potential strategic impacts to planned and ongoing CDM activities.
- e. Organizational process development, requirements planning, and programming support with knowledge of various United States Government (USG) customers.
- f. Provide SME expertise in USAF and Office of the Secretary of Defense (OSD) processes, organization development, deliberate planning, programming, and strategy.

C.4.3 TASK 3 – ACQUISITION PROJECT SUPPORT – CYBER (Fort Washington)

Contractor personnel shall provide services described below to support CDM project management requirements for its cyber capabilities portfolio. Contractor personnel shall apply their knowledge and experience in technology development, cyber operations, DoD and IC operations, and project management to support Government program managers in the execution of highly technical cyber capability development and integration efforts.

Contractor personnel shall support a full range of tasks in support of CDM cyber capability projects, in coordination with Government Program Managers, to include acquisition support, contracting support, financial planning support, and project management. Contractor personnel shall also:

- a. Develop and maintain all project documentation.
- b. Coordinate documentation between functional organizations inside and outside CDM.
- c. Complete project milestone planning, preparation, and presentation in the form of Integrated Master Schedules.
- d. Conduct ongoing risk management, issue resolution, and process improvements on projects assigned.
- e. Provide the planning and execution of a variety of project and technical exchange meetings internal and external to CDM.

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- f. Evaluate and communicate project progress in writing, in briefings, and in discussions with Government Program Managers, other CDM personnel, and leadership (Section F.3, Deliverable 26).
- g. Develop and coordinate responses to taskers in response to internal and external project inquiries.
- h. Anticipate and comprehend technical issues related to cyber capability efforts and work with appropriate team members to resolve.
- i. Develop or provide inputs to key contracting documents to include: Statements of Objective, Statements of Work, Performance Work Statements, Contract Data Requirements Lists, Quality Assurance Plans, etc.
- j. Support cost estimating efforts.
- k. Support technology evaluation, assessment, and market research efforts.
- l. Provide ongoing project execution oversight and leadership to include schedule development and monitoring; technical development prioritization, goal setting, and monitoring; technical execution performance monitoring and assessment; resource monitoring and assessment; technical integration planning, scheduling, and implementation; test planning, scheduling, coordination, implementation and oversight; risk and issue identification and mitigation; and financial execution monitoring.
- m. Plan, coordinate, and execute regular, ongoing Sprint Reviews and Project Reviews for projects assigned.
- n. Document detailed notes from all meetings and action items. Post to appropriate knowledge management and issue tracking tools internal to CDM (Section F.3, Deliverable 27).
- o. Provide support to capability roadmap development to include new features, functionality, and integration points.
- p. Support transition efforts to effectively deliver operations-ready capabilities. Transition support shall include coordination of site deliveries and installations, guidance and oversight of developer deliveries, and support transition engagements to include life cycle sustainment planning for transition.
- q. Collect and analyze cost, schedule, and performance data on designated projects to prepare and provide detailed reports to CDM senior leaders and/or other entities, as requested (Section F.3, Deliverable 28).

C.4.4 TASK 4 – RESOURCE PLANNING, PROGRAMMING, EXECUTION, AND ANALYSIS SUPPORT

The contractor shall provide task definition and planning, data research, collection and analysis, review, presentation, and documentation in support of Full Operational Capability (FOC). Contractor personnel shall formulate inputs for the annual POM/Future Year Defense Program (FYDP), President's Budget (PB), and Budget Estimate Submissions (BES) processes; and, analyze their potential effects on program budgets and cost estimates.

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C.4.4.1 SUBTASK 1 – PROGRAM FINANCIAL ANALYSIS AND REPORTING (Pentagon)

The contractor shall provide analysis, integration, and evaluation of financial data in support of the DoD budget formulation process, support the development of budget documentation (e.g., Procurement and Research (P&R) Exhibits and Congressional Justification Books (CJBs)) and USAF reporting requirements. The contractor shall provide expertise in the DoD PPBE process to perform the following duties:

- a. Collect, integrate, and analyze financial data in support of USAF drills and reviews and prepare the Chief of Financial Management for engagement.
- b. Advise on financial strategies related to execution of current year funds and sustainment of FYDP dollars.
- c. Collect, integrate, analyze, and evaluate current and past financial data and performance, identify trends/risks, and provide recommendations for improvement.
- d. Evaluate risks and opportunities, and promptly identify issues/concerns with recommendations for effective resourcing strategies to management (Section F.3, Deliverable 29).
- e. Advise on the budget formulation process and support the development of budget documentation (e.g., P&R Exhibits, CJBs, etc.) and Air Force reporting requirements.
- f. Inform the Headquarters Air Force (HAF)/Secretary of Air Force (SAF) Task Management Tracker (TMT) taskers on the full spectrum of the PPBE activities.

C.4.4.2 SUBTASK 2 – RESOURCE PLANNING, PROGRAMMING, AND BUDGETING (Fort Washington, Fairfax)

The contractor shall develop recommended inputs into the annual POM/FYDP, PB, and BES processes and analyze their potential effects on program budgets and cost estimates. The contractor shall provide expertise in the DoD PPBE process, DoD appropriations, fiscal laws, DoD Financial Management Regulations (FMR), and Air Force Instructions to perform the following duties:

- a. Capture CDM input into the PPBE process and analyze the DoD priorities as they relate to the Joint Planning Guide, Defense Planning Guide, Air Force Planning Guidance, and Air Force Planning and Programming Instructions as well as how they impact CDM when implemented. Document recommendations based on analysis (Section F.3, Deliverable 30).
- b. Analyze planning/programming guidance and policies and disseminate PPBE timelines and as well as anticipated timeframes for associated data calls.
- c. Verify and report accuracy of data in DoD/USAF financial systems (e.g., ABIDES, ASARs, etc.).
- d. Document, record, track, and update enterprise financial/resources data.
- e. Compile and review program spend plans and weekly financial products. Recommend remediation for any issues noted
- f. Inform the HAF/SAF TMT taskers on the full spectrum of the PPBE activities.

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C.4.4.3 SUBTASK 3 – ACCOUNTING AND FINANCIAL SUPPORT (Fairfax, Fort Washington)

The contractor shall provide accounting/financial support with experience and knowledge of maintaining accounting or financial ledgers; posting financial transactions; preparing accounting reports; reconciling accounts, and working with a variety of accounting and financial automated systems. The contractor shall provide expertise in the DoD PPBE process, DoD appropriations, fiscal laws, DoD FMR, and Air Force Instructions. The contractor shall perform the following duties:

- a. Validate, monitor, and maintain finance and/or accounting records and specialized ledgers to accurately record and report on status of funds or payment processing.
- b. Reconcile electronic interfaces to general ledger from other systems. Prepare/post journal vouchers.
- c. Reconcile subsidiary ledgers to control/summary accounts.
- d. Review and process finance and/or accounting transactions, ensure the propriety and validity of supporting documentation, and determine the appropriate account and methodology for processing.
- e. Input payment vouchers/invoices, commitments, and obligation documents into the USAF financial systems to include unclassified and classified systems in support of daily operations.
- f. Perform contract/financial transaction reconciliation for data accuracy and closeout duties using multiple accounting systems and databases to include, but not limited to, Mechanization of Contract Administration Services (MOCAS); Defense Enterprise and Management System (DEAMS), Commanders Resource Integration System (CRIS); Electronic Document Access (EDA); Wide Area Work Flow (WAWF); and Automated Business Services System (ABSS).
- g. Consolidate and analyze assessable units data for completeness and accuracy for submission into CDM Managers Internal Control Program (MICP) (Section F.3, Deliverable 31).

C.4.5 TASK 5 – SYSTEMS ENGINEERING AND IT SUPPORT

The following subtasks are in support of CDM's enterprise wide operations, covered under this TO.

C.4.5.1 SUBTASK 1 – INFORMATION ASSURANCE (OPTIONAL) (Fort Washington)

The contractor shall provide professional services to evaluate system security and information assurance requirements and ensure compliance is consistent with the DoDI 8510.01 - Risk Management Framework (RMF) for DoD IT. The contractor shall apply knowledge of certification and accreditation directives, instructions, and regulations such as the Joint DoD Intelligence Information System (DoDIIS)/Cryptologic SCI Information Systems Security Standards (JDCSISSS) and DoD Information Assurance Certification and Accreditation Process (DIACAP) to the tasks listed below, as needed. The contractor shall apply all aspects of applicable commercial, DoDI 5000.02, and associated USAF Configuration Management/Data Management (CM/DM) processes and policies, as applicable. The contractor shall perform the following:

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- a. Review, analyze, and assess systems configurations/architectures to identify security, safety, and mission-critical functions/components and Critical Program Information (CPI) .(Section F.3, Deliverable 32)
- b. Develop system security and information assurance documentation consistent with the standards above to support system certification and accreditation, as well as interim authority and authority to operate decisions (Section F.3, Deliverable 33).
- c. Analyze and identify system, subsystem, and component vulnerabilities to determine applicable controls, testing, and other potential information assurance solutions and safeguards consistent with the RMF.
- d. Develop, enter, and maintain RMF data and information in the XACTA application.

All personnel that will access DoD systems shall be Certified Information System Security Officer or Security+ CE as identified in DoD 8570.01-M.

C.4.5.2 SUBTASK 2 – IT SYSTEMS ADMINISTRATION (Fairfax, Tampa, Fort Washington)

The contractor shall provide IT systems administration in support of the overall work being performed under this task order. The below tasks are required to maintain the systems that support the classified system environments needed for the work under this task order.

The contractor shall perform the following:

- a. Support classified, unclassified, and cloud-based networks and related systems, workstations, and associated software along with stand-alone systems, laptops, and various peripheral devices with analysis, design, and engineering support for expanding and/or upgrading capabilities/equipment.
- b. Provide assistance in account management services.
- c. Provide support for IT software (all software will be Government provided):
 1. Install and maintain software upgrades/modifications.
 2. Install/test/maintain new software procedures by IT systems.
 3. Conduct tests of all new releases and modifications and complete/update all documentation affected by required changes.
- d. Ensure upgrades/modifications of IT software are stable and backup is maintained.
- e. Perform computer/network hardware troubleshooting; and, when appropriate and economically feasible, perform computer/network hardware repairs.
- f. Provide technical support for IT systems:
 1. Control and manage IT connections in accordance with Information System Security Officer (ISSO) and other Government guidelines.
 2. Coordinate the resolution of problems.
 3. Control, manage, and troubleshoot IT systems and conduct logical operating system fault monitoring.
- g. Backup/restore IT systems and perform reconfiguration and diagnostics/remedial action and ensure end-to-end physical connectivity.
- h. Provide management of current physical configurations of IT systems.
- i. Maintain IT systems operations.

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- j. Monitor applications/system software and hardware operations.
- k. Conduct routine high-priority systems problem identification and high-priority corrective actions.
- l. Provide telecommunications support required to provide interface between internal and external IT systems.
- m. Interface with the Non-classified Internet Protocol (IP) Router Network (NIPRNET), Secret Internet Protocol Router Network (SIPRNET), Joint Worldwide Intelligence Communications System (JWICS), Defense Messaging System, and other networks, as required.
- n. Provide telecommunications support in accordance with all applicable Government security guidelines.
- o. Assist the Government IT Office by providing engineering, technical, and management consultant support for CDM requirements.
- p. Provide expertise in support of Information System Security Manager (ISSM) and ISSO roles for classified, unclassified, and cloud-based networks and related systems, workstations, and associated software applications.
- q. Execute the CDM Configuration Management (CM) program
 - 1. Identify and document the functional and physical characteristics of CDM IT systems and changes.(Section F.3, Deliverable 34)
 - 2. Evaluate/identify CM programs/items.
 - 3. Maintain status accounting records and reports.
 - 4. Participate in system configuration development and maintenance review.

All personnel that will access DoD systems shall be IAT Level I certified in accordance with DoD 8570.01-M.

C.4.5.3 SUBTASK 3 – IT SYSTEMS ENGINEERING (Fairfax, Fort Washington)

The contractor shall:

- a. Maintain and administer the Fort Washington Facility (FWF) Local Area Networks (LANs) and CDM cloud-based networks and software applications on a continual basis.
- b. Provide assistance in audit collection and updating of technical documentation packages.
- c. Provide written test results and implementation plan, routed through appropriate approvals and user notifications.
- d. Ensure upgrade/modifications of IT software are stable and backup is maintained.
- e. Provide system development services for software enhancements:
 - 1. Prepare plans and analyze requirements (Section F.3, Deliverable 35).
 - 2. Document specifications, design system configurations, conduct requirements, integrate tests, and write documentation (Section F.3, Deliverable 36).
 - 3. Assist Government personnel in providing effective and efficient technical solutions.
 - 4. Ensure that all efforts make maximum use of commercially available packages and development tools.
 - 5. Maximize and facilitate code re-use by leveraging already existing or project-specific software re-use libraries.

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- f. Provide IT hardware support:
 - 1. Provide technical engineering and programmatic support through requirements definition, design, identifications, implementation, equipment selection recommendations, installation, integration, test, and acceptance.
 - 2. Provide hardware/network documentation generated as a result of or used in the performance of this task.
- g. Perform computer/network hardware troubleshooting; and, when appropriate and economically feasible, perform computer/network hardware repairs.
- h. Provide technical advice and engineering support across IT systems.
- i. Manage formulation of equipment security requirements and coordination of physical security.
- j. Provide verification of access control, documentation of audit trails, and technical support in areas that supplement design stage activities including:
 - 1. Information and design reports on specialized software (i.e., languages, Database Management Software (DBMS), applications, etc.) (Section F.3, Deliverable 37).
 - 2. Analysis and evaluation of existing off-the-shelf application software packages.
 - 3. Review and evaluation of management, planning, security, audit, and other products.
 - 4. Attendance at design sessions and evaluation and modification of previously prepared design stage documents.
- k. Interface with the NIPRNET, SIPRNET, JWICS, Defense Messaging System, and other networks as required.
- l. Provide information security engineering support:
 - 1. Perform security surveys.
 - 2. Conduct risk analysis studies.
 - 3. Implement security safeguards.
 - 4. Write security plans and provide documentation for Government approval.
- m. Analyze, implement, and document procedures to protect the systems integrity:
 - 1. Implement data ownership/data classification programs.
 - 2. Develop disaster recovery plans (Section F.3, Deliverable 38).
- n. Evaluate access control software and prepare security manuals and guidelines.
- o. Prepare briefings, attend meetings, and assist with responses.
- p. Provide technical advice and guidance on systems engineering.
- q. Provide SME expertise to support the Information Systems Security Engineer (ISSE) role for classified, unclassified, and cloud-based networks and related systems, workstations, and associated software applications.

C.4.5.4 SUBTASK 4 – TELECOMMUNICATIONS/IT ENGINEERING (Fort Washington)

The contractor shall perform operations and maintenance of various telephone equipment hardware, software, and communications support systems to include Federal, Defense, and commercial telephone systems, Defense Telecommunications Service Washington (DTSW) Top Secret Control Officer (TSCO) and Verizon Service-at-once, Defense Switch Network, Intuity/Audix Telephone Support System, Wildfire Telecommunications System, call accounting

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systems, Avaya Communications Manager 6 Server, and Tier II maintenance procedures for Definity G31 Switch. The contractor shall manage, consult, and execute requirements for the CDM CM program. The contractor shall also:

- a. Perform daily maintenance of all aforementioned telephone systems.
- b. Produce a telephone roster of all Government and resident contractor personnel assigned to the Fort Washington Facility at least monthly. (Section F.3, Deliverable 39).
- c. Develop telecommunications plans for new equipment installation and cable routing for secure and non-secure telephone systems.
- d. Independently manage a Private Branch Exchange (PBX) telephone system, ensuring connectivity and proprietary control between off-site PBX systems and the central network hub.
- e. Perform after-hours emergency assistance (1800-0600 Local Time) with the capability to respond within one hour of notification.
- f. Prepare monthly CDM telephone directory of all Government personnel and all contractor personnel assigned to Government facilities.
- g. Evaluate access control software and prepare security manuals and guidelines.
- h. Prepare briefings, attend meetings, and assist with responses.
- i. Provide technical guidance and advice on telecommunications/IT engineering.

C.4.5.5 SUBTASK 5 – VISUALIZATION/WEB DEVELOPMENT (Fairfax)

The contractor shall design and develop visualization/web applications for CDM, contributing to all aspects of the product development and release life cycle. The contractor shall utilize Microsoft technologies such as: ASP.NET, SharePoint, Dynamics, BixTalk, etc. The contractor shall develop solutions based on .NET platform using C# and VB.NET with a thorough understanding of relational database design and optimization. The contractor shall provide all aspects of the software development process including requirements gathering, design, implementation, debugging, and testing. The contractor shall also:

- a. Develop visualization/web applications for mission critical projects (Section F.3, Deliverable 40)
- b. Develop visualization/web applications based on principles and methodologies of Service Oriented Architectures (SOA).

C.4.6 TASK 6 – ADMINISTRATIVE SUPPORT

The contractor shall provide day-to-day administrative tasks in support of the daily program office operations. The contractor shall interact with lateral organizations and external agencies, as required, to accomplish the program mission. The contractor shall interface with personnel providing facilities management services, personnel management services, security services, computer support, public affairs support, and building management support to facilitate uninterrupted, day-to-day operations of CDM and related units. The following subtasks are in support of CDM's enterprise-wide operations, covered under this TO.

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C.4.6.1 SUBTASK 1 – EXECUTIVE ADMINISTRATIVE SUPPORT (Fort Washington, Fairfax, and Tampa)

The contractor shall perform the following tasks:

- a. Provide direct day-to-day functional support of office management in the following areas: executive administration, internal office administrative workflow coordination/communication management, and facility/logistical office support.
- b. Prepare and maintain (keeping current and accurate) senior leadership calendars and schedules; coordinate appointments, correspondence, and communications with other senior executive administrative assistants and administrative staff; and manage generation, coordination, and signature of executive correspondence and documentation.
- c. Plan, schedule, and reserve senior leadership travel; prepare orders; and check and process travel vouchers within the Defense Travel System (DTS).
- d. Send and receive data and information via the NIPRNET and classified networks. The contractor shall be required to use Microsoft Office Suite (e.g., Word, Excel, and PowerPoint), Adobe Acrobat applications, and the Explorer, Firefox, and Chrome web browsers.
- e. Learn and utilize other commercial or specialized computer applications in the performance of the assigned tasks.
- f. Operate, maintain accountability, forecast material needs, and accomplish basic maintenance (e.g., paper, ink, and resets) of office computers, copiers, printers, and fax machines.
- g. Operate video conferencing equipment.

C.4.6.2 SUBTASK 2 – ADMINISTRATIVE ASSISTANCE (Fort Washington, Tampa, and Pentagon)

The contractor shall perform the following tasks:

- a. Prepare and maintain (keeping current and accurate) specified program calendars.
- b. Plan and coordinate specified leadership travel as well as check and process travel vouchers upon return within the DTS.
- c. Coordinate appointments, correspondence, and communications between parties internally and externally to CDM.
- d. Provide basic maintenance (e.g., paper, ink, and resets) of office computers, copiers, printers, and fax machines.
- e. Attend meetings and develop meeting minutes and updates for distribution to meeting participants.
- f. Review Government Travel Card (GTC) monthly reports to ensure accuracy.
- g. Complete GTC delinquency reporting to users and managers.
- h. Coordinate GTC credit limit increases and mission critical status changes.
- i. Manage spend plan management for mission support.
- j. Manage purchase request management for mission support.
- k. Utilize Microsoft Office Suite, Adobe Acrobat applications, and Explorer, Firefox, and Chrome web browsers to accomplish day-to-day tasks.

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The contractor shall support administrative functions related to financial management requirements for end users including Navy Facilities Engineering Command (NAVFAC) (Fort Washington), the Army Corps of Engineers (Fairfax), and CDM Mission Support (Fort Washington, Tampa, and Pentagon). Duties shall include:

- a. Track current bills.
- b. Ensure bills are paid in a timely manner.
- c. Conduct analysis of recurring costs to enable forecasting of requirements for the budget cycles (i.e., FYDP). (Section F.3, Deliverable 41)

C.4.6.3 SUBTASK 3 – CDM ADMINISTRATIVE SUPPORT (Fairfax, Fort Washington)

The contractor shall provide direct day-to-day administrative support in the areas of travel, Government purchase and travel card, timekeeping, in- and out-processing, training management, records management, internal office administrative workflow management, and supply/logistical office support. The contractor shall:

- a. Ensure certification and completion of timecards.
- b. Conduct review of DTS travel requests for compliance, completeness, and timeliness.
- c. Develop and implement office supply management, purchasing, and distribution.
- d. Analyze annual congressional authorizations and appropriations and determine potential strategic impacts to planned and ongoing CDM activities.
- e. Manage CDM in- and out-processing to ensure in-processing and out-processing checklists are current, available, and coordinated on a recurring basis with CDM mission essential functional areas.
- f. Serve as the CDM focal point for proper in/out-processing completion.
- g. Coordinate, monitor, and track optional and mandatory personnel education, training, and certification programs.
- h. Review and process SF182 Forms to track CDM individual's training requirements.
- i. Track, monitor, administer, and report mandatory organizational training for all CDM personnel.
- j. Coordinate education tuition assistance with CDM Human Capital.
- k. Maintain appointment orders and roster of Unit Safety Representatives for CDM.
- l. Serve as CDM's focal point for all conference hosting coordination.
- m. Draft and maintain CDM-ADMIN internal SOPs and processes.
- n. Maintain CDM-ADMIN content on DoD/Air Force and/or CDM knowledge management sites.
- o. Assist and support the Drug Demand Reduction Program and notification of monthly testing of selected CDM employees.
- p. Initiate, monitor, and coordinate completion of ADMIN branch tasks through CDM's task management tools.
- q. Ensure administrative support (in the above areas) to geographically separated personnel, as directed or required
- r. Research policies, regulations, and procedures to formulate, coordinate, and implement organizational Operating Instructions and processes.

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C.4.6.4 SUBTASK 4 – HUMAN RESOURCE ADMINISTRATION (Fort Washington, Fairfax)

The contractor shall support the CDM Human Resource (HR) Manager with the allocation, management, and accounting for available resources. The contractor shall apply knowledge of HAF and OSD organizations and experience with DoD policies and procedures and Intelligence Community policies to the following duties, as applicable. The contractor shall apply knowledge of Civilian Personnel Management, to include both Competitive Service and Excepted Service to tasks, as applicable. The contractor shall also perform the following duties:

- a. Assist in allocating, managing, and accounting for all Civilian and Military Personnel assigned to CDM.
- b. Assist in program, budget, and execution of the formulation for manpower management analysis.
- c. Act as a liaison to service personnel and manpower offices.
- d. Organize, maintain, and update short- and long-term plans for the organization.
- e. Assist in providing programming, budgeting, and execution formulation for manpower management analysis to include Organizational and Authorization Change Requests.
- f. Based on CDM guidance, prepare internal CDM directives and instructions to establish policy and provide direction to implement higher Headquarters' (HQ) requirements. Develop and produce Civilian manpower management analysis (Section F.3, Deliverable 42). Serve as the administrative liaison with the services, OSD and Unified Commands and Operational Units in Continental United States (CONUS) and Outside the Continental United States (OCONUS).
- g. Formulate and advise in the completion of HR actions to meet operational requirements to include Recruit Fill, Reassignment, Transfer, Detail, Promotion, and Resignation actions.
- h. Maintain and update suspense files on HR actions.
- i. Manage the HR correspondence, directives, SOPs, and guidance.
- j. Assist CDM Managers in coordinating, reviewing, and finalizing position descriptions, core documents, job analysis worksheets, and building complete personnel packages.
- k. Ensure all Memorandums of Agreements (MOAs) and Memorandum of Understandings (MOUs) are updated or revised at least annually, or as otherwise required by the MOA/MOU, and copies are maintained in a network accessible manner, when allowed by security requirements per DoDI 4000.19.
- l. Complete pending HR actions to meet operational requirements.
- m. Support the Personnel Chief with HR processes, organizational correspondence, and general personnel position description development, as necessary.
- n. Prepare and manage the HR correspondence, directives, SOPs, personnel transfers, and manpower and billet establishment and monitoring.
- o. Complete manpower management analysis.
- p. Utilize Defense Civilian Personnel Data System (DCPDS), MyPers, and MyBiz, as necessary.

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C.4.7 TASK 7 – SECURITY MANAGEMENT SUPPORT

Contractor personnel shall support the CDM Security Office within the National Capital Region (NCR) and/or Tampa, Florida facilities program activities within Sensitive Compartmented Information Facilities (SCIFs) or Special Access Program Facilities (SAPFs) while implementing the DoDM 5105.21M Volumes 1-3, DoDM 5205.07 Volumes 1-4 and Air Force Instructions, as appropriate, as the baseline for daily security administration.

C.4.7.1 SUBTASK 1 – PERSONNEL SECURITY REPRESENTATION (Fort Washington)

The contractor shall, in coordination with the Government, create, review, update, and maintain contract documents, program security classification guides, SOPs, and Contract Security Classification Specifications (DD Form 254) to ensure security requirements and classification guidance are specified and properly implemented. The contractor shall:

- a. Within 45 days of being assigned, be familiar with local Security Guidance, Organization Operational Instructions (OI), SCIF SOPs, Emergency Action Plans (EAPs), and Facilities Accreditation requirements.
- b. Ensure the protection of national security information by actively working with the CDM Security Site Lead, Government PM, Navy and Air Force Systems Security Officer (SSO), as needed, and other CDM Security Support personnel to identify and address daily contractual, personnel, physical, Administrative Information Systems (AIS), and Sensitive Compartmented Information (SCI) administration issues in accordance with appropriate DoD policies and procedures.
- c. Manage appropriate records of completed CDM SCIF semi-annual alarm testing/response force test, annual self-inspections, security refresher training, random searches, combination changes, external facilities locations, accreditations, indoctrinations, inspections/staff assistance visits, and close-out information.
- d. Develop Operations Security (OPSEC) plans, test the plans, and transition the plans in support of the operation and provide findings to the security office. (Section F.3, Deliverable 43)
- e. Ensure proper classification markings, wrapping, handling, couriering, accountability, destruction, and records maintenance/disposition of all classified information.
- f. Provide accountability of all items into and out of a CDM SCIF to include electronic equipment, furniture, Automated Data Processing Equipment (ADPE), and storage media.
- g. Perform investigations and report security violations.
- h. Provide SME level advice and reports, as tasked, on topics that include, but are not limited to:
 1. Security Classification Guidance (SCG), creation, review, and updating.
 2. Classification, downgrading, declassification, and public release of information.
 3. Anti-terrorism/Force Protection (AT/FP).
 4. Information management, ensuring compliance with appropriate DoD guidance.
 5. Facility/AIS accreditations, ensuring compliance with appropriate DoD guidance.

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6. Physical and Personnel Security, ensuring compliance with appropriate DoD guidance.
7. Communication Security (COMSEC), ensuring compliance with appropriate DoD guidance.
8. Program Protection Plans (PPP), ensuring compliance with appropriate DoD guidance.
9. OPSEC, ensuring compliance with appropriate DoD guidance.
10. Counter-Intelligence (CI), cover stories, storage, control, and/or accountability.
- i. Provide recommendations in activities involving concept validations, Co-Use Agreements (CUAs), and facility security accreditations.
- j. Provide escorting of uncleared personnel and visitors needing access to facility offices during business hours, as necessary.
- k. Daily activities include performing security education, maintaining a list of accredited facilities, granting access to facilities, coordinating the activities of an EAP, and authoring required instructions and policies in the development of sound physical security program guidance at any facility for this requirement.

C.4.7.2 SUBTASK 2 – PROGRAM SECURITY MANAGEMENT (Fairfax, Fort Washington, and Tampa)

Contractor personnel shall perform senior advisory responsibilities in coordination with the CDM Security Office (NCR and/or Tampa, Florida facilities) on all security and counterintelligence matters. The contractor shall ensure compliance with all applicable policies and procedures and develop, maintain, and annually review all program-specific security guidance. The contractor shall also perform the following duties:

- a. Control and manage all physical security requirements for the program in cooperation with the host or contracted facility security personnel.
- b. Administer all personnel security requirements for personnel assigned to or having access to program information.
- c. Provide security recommendations for Industrial, SCI, and Special Access Program (SAP) accreditation requirements (Section F.3, Deliverable 44).
- d. Collaborate with the Security Operations office in the implementation and monitoring, of all CDM Security Operating Procedures and Organization Operational Instructions (OI).
- e. Manage alarm system accounts and testing, closed circuit television (CCTV) camera reviews and installs, door/safe combinations, annual SCIF inspections, SCIF/SAPF accreditations, and Fixed Facility Checklist (FFC)/Tempest Addendums updates.
- f. Perform collateral and SCI inventory and destruction.
- g. Provide account inventories, reporting, and inspections in coordination with the COMSEC office.
- h. Manage/maintain access and badge systems, EAP, self-inspections, and external Industrial, Collateral, and SCI support to CDM security personnel.
- i. Ensure that security policy and procedures are consistent with applicable security rules and regulations for facility security accreditations/re-accreditations.

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- j. Provide clear and concise physical security guidance to the CDM Security Lead on matters dealing with Industrial and SCIF residents.
- k. Perform a broad range of staff actions relative to having a working knowledge of physical security functions with emphasis in SCI but knowledge of Collateral and SAP requirements.
- l. Ensure compliance with appropriate DoD guidance and mission requirements in collaboration with the OPSEC program officer.
- m. Perform CI program development to include cover stories, storage, control, and/or accountability of program records.
- n. Perform facility security briefings, maintain a list of accredited facilities, grant access to facilities, coordinate the activities of an EAP, and author required instructions and policies in the development of sound physical security program guidance at any facility for this requirement.
- o. Utilize the Joint Personnel Adjudication System (JPAS)/Scattered Castles and/or other personnel security systems of record, IC computer networks, and virtual collaboration tools, as necessary.

C.4.7.3 SUBTASK 3 – PERSONNEL SECURITY SUPPORT (Fairfax, Fort Washington, and Tampa)

The contractor shall advise and collaborate with the CDM Security Office within the NCR and/or Tampa, Florida facilities on all security matters in support of SAPs. The contractor shall ensure compliance with all applicable policies and procedures outlined in DoDM 5205.07 volumes 1-4 and other Air Force policies and procedures, as necessary. The contractor shall:

- a. Develop, maintain, and annually review all program-specific security guidance.
- b. Administer all physical security requirements for the program in cooperation with the host or contracted facility security personnel.
- c. Manage all personnel security requirements for personnel assigned to or that have access to program information.
- d. Participate in Program Reviews and assist the Government PM with preparation of scheduled Special Access Program Oversight Committee (SAPCO) reports.
- e. Ensure work is consistently planned and prioritized in support of the CDM Security office, SSOs, Program Security Officers (PSOs), and the organization's mission.
- f. Provide clear and concise physical security guidance to CDM Security Lead on matters dealing with SAPFs.
- g. Develop, implement, monitor, and enforce the CDM Security Operating Procedures that are required for SAPFs (Section F.3, Deliverable 45).
- h. Process all Program Access Requests for CDM programs, as appropriate, and track all indoctrinations.
- i. Manage appropriate records of completed annual program security refresher training, random searches, combination changes, receipts, and external facilities locations, accreditations, inspections/staff assistance visits, and close-out information based on the program security office requirements.
- j. Develop SCG for programs that are unique to CDM.

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- k. Review and recommend materials for classification, downgrading, declassification, and public release of information.

C.4.7.4 SUBTASK 4 – SCIF SECURITY MANAGEMENT (OPTIONAL) (Fairfax, Pentagon, Fort Washington, and Tampa)

CDM requires contractor support for the security requirements oversight during the facility modification of the SAPF and SCIF at CDM Security Offices within the Fairfax, Pentagon, Fort Washington, and/or Tampa facilities. The contractor shall be responsible for overseeing that security requirements and criteria are met with the modification of existing SAPF and SCIF spaces across the Electronic Systems sector, to ensure all Government security requirements are met. The contractor shall also be responsible for the following duties:

- a. Provide SME expertise and recommendations in applying security requirements to complex facility upgrade projects.
- b. Review and access drawings, plans, product specifications, concepts of operations, etc. to ensure adherence to requirements and/or concurrence by CDM for unique mitigations resulting in successful, on-time security accreditation of the facility.
- c. Provide project management duties that include administration and technical implementation of the Facility Security Plan (FSP).
- d. Support security planning, programming, and budget development, tracking, and financial execution.
- e. Provide oversight of the facility access control for the SCIF facility upgrade sites.
- f. Integrate new technologies and upgrades into current and future systems.
- g. Use sound judgment, resourcefulness, and ingenuity when interpreting Intelligence Community Directives (ICDs), administrative policies, regulations, instructions, and procedures in order to implement new and improved SCIF surveillance methods and procedures.
- h. Provide project advice and guidance on matters of security.
- i. Serve as the on-site security SME to provide advice and guidance on undefined issues and elements relevant to the project FSP.

C.4.8 TASK 8 – INTELLIGENCE SUPPORT (Tampa)

The contractor shall support the CDM office in Tampa, Florida to provide intelligence analysis and strategic assessments. The contractor shall conduct intelligence research, prepare and present intelligence briefings, prepare intelligence assessments and studies, and prepare concise written reports. The contractor shall also:

- a. Provide SME expertise in technology applications, design concepts, and operations associated with classified DoD computer networks.
- b. Provide off-site technical intelligence and management support to CDM requirements.
- c. Work collaboratively with other intelligence analysts and technology specialists.
- d. Create actionable information activities intelligence (e.g., military intelligence analysis) across the various intelligence disciplines/domains or scientific and technical intelligence; or, within the business, competitive, and market intelligence domains.

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- e. Produce intelligence reports in a variety of formats for concise, succinct, and clear delivery (Section F.3, Deliverable 46).
- f. Develop expedited intelligence reports by utilizing advanced text and visual analytics.

C.4.9 TASK 9 – CONSULTING SUPPORT (Fairfax)

The contractor shall provide expertise in support of CDM mission functions. Support shall include:

- a. Management or strategy consulting including research, evaluations, studies, analyses, scenarios/simulations, reports, business policy and regulation development assistance, strategy formulation, and expert witness support.
- b. Prepare and/or present studies and papers in academic or professional events/forums (Section F.3, Deliverable 47).
- c. Facilitation and related support including mission validation and analysis, reporting, and stakeholder briefings.

C.4.10 TASK 10 – SURGE SUPPORT (OPTIONAL)

Surge support is defined as short term work to support mission activities in order to meet urgent customer needs. All surge support shall occur during the hours and at the location specified in the PWS for the subtask. The contractor shall provide this type of flexibility on an as-needed basis for work as defined in all subtasks within the PWS, with the exception of all subtasks under Task 1, Subtask 3; Task 2; and Task 6, Subtask 1.